



January 2007

COOPERATIVE  
ORGANIZATION FOR THE  
DEVELOPMENT OF  
EMPLOYEE  
SELECTION  
PROCEDURES

## *Changing the Focus of Job Descriptions*

**“That’s not in my job description!” Frustrating words for supervisors and HR professionals and one of the problems of duty oriented job descriptions. The original purpose of the job description was to establish a jobs “DNA” and a level of difficulty for the purpose of establishing pay levels.**

**Over the years job descriptions have been used and abused to accomplish a number of functions. Everything from hiring and performance reviews, clarifying expectations and career planning, to establishing qualifications, and physical requirements to meet State and Federal laws.**

**While some companies have totally abandoned job descriptions, others still do detailed multi-paged documents that blue-print the “DNA” of each employee’s duties and qualifications. New directions in management thinking point to a move from duty oriented job descriptions to role and competency oriented descriptions.**

**Duty oriented descriptions are often perceived by employers and employees alike, as structures that restrain the scope and flexibility of a position, and usually become obsolete quickly, even if you use the catch all statement, “other duties as required.”**

**Role and competency descriptions describe the position in a wider perspective, focusing on broad based abilities and outcomes. The role and competency model doesn’t become outdated as quickly and provides both supervisor and employee clarity on the what, how, and even why of the position. In addition, they are easier to alter as the technologies, strategies, or customer’s needs change.**

**When defining the “roles” of a position don’t just describe what a person is to do, include the why (the expected outcome), and if necessary the how. For instance, clarify the customer’s complaint, determine the cause of the problem, select and explain the best solution in order to solve the problem, expedite correction or adjustment, then follow-up to ensure resolution.**

**One way to begin creating role and competency description statements is to cluster related skills. For instance, a Customer Service competency could include; anticipate customer needs, deliver on commitments, show care and concern, and help customers evaluate needs.**

**To convert these Customer Service skills to behavioral statements for your descriptions, you might say “deliver on commitments or service in order to meet or exceed customer expectations,” or “show care and concern in order to demonstrate customer importance and value.”**

**The value of utilizing the role and competency model is that these behaviors seldom change, even as the means of executing them evolve with technology or company strategy. In addition, if an employee has an objective standard to measure his or her performance against, they will then know whether or not they are meeting the standard.**

*Stephen Moulton is president of **Action Insight Inc.**, whose focus is on using competencies and behavioral-based approaches for selecting and coaching employees. [www.actioninsight.com/Article10.htm](http://www.actioninsight.com/Article10.htm).*

**CODESP’s upcoming Job Analysis products hope to integrate competencies with standard behavioral statements. A new Job Analysis Questionnaire, which includes Competencies, Working Conditions, Physical Abilities and Mental Abilities and a Job Description Builder will be available this year. Training throughout the year will reflect our emphasis in developing job-related descriptions based on thorough analysis of the job. See [Events](#) at [www.codesp.com](http://www.codesp.com).**

# KEEP CODESP UPDATED

CODESP members registered in CATS are on the move at a rapid pace. We need to keep track of them to maintain test security and our mailing lists. Always update the CODESP website as soon as personnel changes are made. Email us when CATS Users terminate, retire, leave HR, etc.

1. Log on at [codesp.com](http://codesp.com) and click on [Add/Edit Profiles](#).

User Name	Created On	Security Role	Status
Last Name, First	1/18/2006	admin	Inactive

2. Click on the Picture Icon on the right and Change the Status to Inactive.

Status:

3. Click on [Update Profile](#) at the bottom of the page. The name will remain in the district's history, but they can no longer log-in and view secure areas of the site.
4. Next, click on [Edit District Profile](#) and update the Primary Contact and Secondary Contact information. Click on [Save Profile](#) at the bottom of the page.

**membership**  
Member Directory  
Edit District Profile

**Primary Contact**  
Name: CODESP Staff  
Phone: 714 374 8644 Ext.   
Fax:     
Email: tests@codesp.com

**Secondary Contact**  
Name:   
Phone: 714 374 8644 Ext.   
Fax:     
Email: tests@codesp.com

**Always click on UPDATE or SAVE PROFILES before exiting the pages**

# WINTER-SPRING TRAINING

## [The Consequences of Unlawful Minimum Qualifications](#)

1/30/2007

**Location:** **ABC Unified School District**  
**Address:** 16700 Norwalk Blvd...  
Cerritos, CA 90703-1838  
Board Room  
**Presenter:** Attorney: Kristine Kwong - Hinshaw and Culbertson  
**Starts:** 9:30 - 12:00 noon

## [Legal Updates in Classified Employment + CODESP Services](#)

2/8/2007

**Location:** **Monterey County Office of Education**  
**Address:** 901 Blanco Circle...  
Salinas, CA 93912-0851  
Room 8  
**Presenter:** Attorney: Sarah Kaatz - Lozano Smith  
**Starts:** 9:30 - 12:00

## [The Importance of Accurate Job Descriptions in Accommodation Requests](#)

2/9/2007

**Location:** **Calaveras County**  
**Address:** Ironstone Vineyards  
1894 Six Mile Road  
Murphys, CA 95247  
**Presenter:** Attorney: Eve Peek Fitchner - Atkinson, Andelson, Loya, Ruud & Romo  
**Starts:** 9:30 - 12 noon

## [Job Descriptions & Accommodation Requests + CODESP's Job Description Builder](#)

2/23/2007

**Location:** **Sacramento County Office of Education**  
**Address:** 10474 Mather Blvd...  
Sacramento, CA 95826  
David P. Meaney Education Center - Board Room  
**Presenter:** Attorney: Eve Peek Fitchner - Atkinson, Andelson, Loya, Ruud & Romo  
**Starts:** 9:30 - 12 noon

## [Legal Updates in Classified Employment + CODESP Services](#)

3/5/2007

**Location:** **Fresno - Law Offices of Lozano Smith**  
**Address:** 7404 North Spalding  
Main Conference  
**Presenter:** Fresno, CA  
Attorney: Jenell Hudson - Lozano Smith  
**Starts:** 9:00 - 12 noon

## [Pre-Placement Physicals & Fitness for Duty Physicals](#)

3/23/07

**Location:** **Irvine-UCI Occupational and Environmental Medical Clinic**  
**Address:** 5201 California Avenue  
Irvine, CA  
**Presenter:** Panel of Occupational Medical Physicians and Physical Ability Consultant  
**Starts:** 9:30 - 12 noon

**REGISTER AT [WWW.CODESP.COM](http://WWW.CODESP.COM) UNDER EVENTS**

# WRIPAC MEETING

The Winter WRIPAC meeting and training program will be held at the beautiful and historic Mission Inn in Riverside. Training registration for January 24 is closed but you can still register for the FREE meeting which follows on the 25th and 26th.

Speakers and topics during the FREE meeting include:

Gene Carmean "Development and Validation of Physical Ability Examinations"

Terry McKinney, "The Basics of Test Administration and Test Security"

Patt Zamarly "Confidentiality of Records", particularly as they pertain to public safety and Police Officer positions with regards to the Copely Decision.

"Sustaining the Momentum of Your Diversity Efforts" by L. D. Lovett and Laura Dickey.

For details and to register:

[www.wripac.org](http://www.wripac.org)

## CSPCA ANNUAL CONFERENCE

February 15 - 18, 2007 Long Beach Westin Hotel

**Merit Systems: Investing in Student Achievement**

Pre-Conference Staff Development Day: February 15, 2007.

The cost is \$35 and will be held from 8:00 - 3:30 p.m.

You do not need to be from a merit system district to attend. Choices include:

*Accurate Job Descriptions: Why are they Essential?\**

*Who Moved My Cheese*

*Classification 101*

*Everyday Creativity*

*Compensation 101*

*Teams and Team Leadership*

**Register at: [www.meritsystem.org](http://www.meritsystem.org)**

\*newly added CODESP presentation 1:30 - 3:30

## **PERSONNEL ANALYST - TORRANCE USD**

**Filing Deadline (District application and supplemental application):  
March 7, 2007, 4:30 p.m.**

**Salary:  
\$4,580-\$5,572 per month**

Under the direction of the Director-Personnel Commission, assist in the administration and supervision of a comprehensive and diversified personnel program for classified employees; perform professional-level personnel work relating to classification, compensation, examinations, test analysis and construction. (see job description)

Education and Experience -  
Any combination equivalent to: Bachelor's Degree in personnel administration, psychology or a related field and one year professional personnel experience including job analysis, classification, or test development and validation.

**Oral Panel Interview:  
Tentatively scheduled for the week of March 26-30, 2007.  
Qualified candidates will be notified by mail.  
Contact: [kkoga@tUSD.k12.ca.us](mailto:kkoga@tUSD.k12.ca.us)**

## **DIRECTOR, CLASSIFIED PERSONNEL SERVICES DESERT SANDS USD, LA QUINTA**

**Application Deadline: January 31, 2007**

**Salary:  
\$7,490 - \$9,553 per month**

Graduation with a Bachelor's Degree from an accredited college or university with a major in Human Resources Administration, Business Administration, Public Administration, or related field preferred and two years as a manager in a public sector human resources department, preferring experience in a merit or civil service agency. Completion of Merit Academy is required within one (1) year of employment.